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|  | <b>Request for Information (RFI)<br/>Template</b> | <b>Document Identifier</b> | 240-72663051 | <b>Rev</b> | 4 |
|                                                                                   |                                                   | <b>Effective Date</b>      | 17 June 2025 |            |   |
|                                                                                   |                                                   | <b>Review Date</b>         | June 2030    |            |   |
|                                                                                   |                                                   | <b>EOI/RFI Number</b>      | E3278DXGOU   |            |   |

| <b>PART A<br/>REQUEST FOR INFORMATION (RFI)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description of the works/goods/services</b>  | <p>Respondents are requested to propose solutions – either as ETRM modules, best-of-breed specialist tools, or an integrated suite – to address the follow identified gaps<br/>(Take note that the priority levels of the solutions have been marked as either <b>C</b>-Critical, <b>I</b> – Important, or <b>D</b> – Desirable):</p> <ul style="list-style-type: none"> <li>• <b>Phase 1: Day 1 (Go live)</b> <ul style="list-style-type: none"> <li>○ <b>Auction Market Trading (C)</b> - Formal DAM participation — bid submission, order capture and validation, market clearing and pricing.</li> <li>○ <b>Deal Capture (C)</b> – Recording of executed trades (volume, price, counterparty, contract terms) for position integrity, audit and settlement.</li> </ul> </li> <li>• <b>Phase 2: Year 1 – 2 (Controlled Expansion)</b> <ul style="list-style-type: none"> <li>○ <b>Continuous Market Trading (I)</b> – Continuous IDM trading and deal execution to balance residual positions and manage short-term volume risk.</li> <li>○ <b>Trade Optimiser (I)</b> – Optimisation of trading decisions across products, time horizons and constraints — systematic risk reduction.</li> <li>○ <b>Forward Curve &amp; Position Management (I)</b> – Forward curve construction, mark-to-market valuation, real-time consolidated net position across horizons.</li> <li>○ <b>Market Risk Analytics (VaR / EaR) (I)</b> – Independent risk metrics, limit monitoring, stress testing and sensitivity analytics for Middle Office.</li> <li>○ <b>Credit &amp; Counterparty Risk (I)</b> – Counterparty onboarding, credit limits, live credit exposure, collateral and margining.</li> </ul> </li> <li>• <b>Phase 3: Year 3+ (Mature State)</b> <ul style="list-style-type: none"> <li>○ <b>Risk Modeller (D)</b> – Scenario analysis, simulation and longer-term risk modelling (e.g. policy and market design impact).</li> </ul> </li> </ul> <p>The proposed solutions must be capable of interoperating with the existing Enerweb ETRM system via APIs or defined data exchange standards.</p> |

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|  | <p>Respondents must demonstrate modelling capabilities across three core pillars which are critical to supporting trading, valuation and risk management as Eskom Distribution (Dx) moves through Phases 2 and 3. These Pillars are:</p> <ul style="list-style-type: none"> <li>• <b>Market &amp; Price Analysis</b> – Expected spot prices; forward curve development; Price scenarios and Monte Carlo simulation.</li> <li>• <b>Asset &amp; Contract Valuation</b> – Thermal plants; renewable / PPAs; BESS / hybrid (Spread) options; swing contracts.</li> <li>• <b>Risk Management</b> – Portfolio valuation (ETRM overlay); Value-at-Risk (VaR); Earnings-at-Risk (EaR); Cash-Flow-at-Risk (CFaR).</li> </ul> <p>In parallel with tool procurement, Dx requires support to assess, design and embed the human-capital and operating-model layer needed to operate the trading, valuation and risk management functions supported by these tools. Respondents are invited to propose services covering the following.</p> <ul style="list-style-type: none"> <li>• <b>Skills and Capability Assessment</b> <ul style="list-style-type: none"> <li>○ Baseline assessment of current Front, Middle and Back Office skills against target roles for Phase 1, Phase 2 and Phase 3.</li> <li>○ Assessment of modelling and quantitative skills required — forward curve construction, valuation, VaR/EaR, Monte Carlo, scenario and stress testing — including gap analysis versus current in-house capability.</li> <li>○ Identification of training, upskilling, secondment and external hiring needs, with a defined competency framework and progression pathway.</li> </ul> </li> <li>• <b>Job Profiles and Organisation Design</b> <ul style="list-style-type: none"> <li>○ Development of detailed job profiles for each role — trader (DAM/IDM/forward), auction manager, originator, risk analyst, quant, credit-risk officer, scheduler, settlement analyst — including KPIs and segregation-of-duty boundaries.</li> <li>○ Design of the target Front / Middle / Back Office organisational structure, reporting lines and interfaces with existing Eskom Dx functions (Forecasting, Finance, Legal, Retail, etc).</li> </ul> </li> <li>• <b>Operating Model Artefacts and Workflow</b> <ul style="list-style-type: none"> <li>○ End-to-end trading workflows: deal capture → validation &amp; confirmation → position &amp; risk monitoring → settlement → regulatory and financial reporting.</li> <li>○ Process maps, RACI matrices, control checkpoints and escalation pathways aligned to the procured Enerweb ETRM and any new tooling procured under phases 1 – 3.</li> <li>○ Standard operating procedures (SOPs) for DAM/IDM submission, forward trade execution, bilateral contracting, and physical/financial hedging.</li> </ul> </li> </ul> |
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|  | <p>Respondents are invited to also propose support for the development, drafting and implementation of the following governance instruments, which will provide Eskom Dx's licence to operate in SAWEM:</p> <ul style="list-style-type: none"> <li>• <b>Market Risk Policy:</b> risk appetite, risk catalogue, measures and limits, governance and reporting — aligned to Board-approved risk appetite.</li> <li>• <b>Trading Authority, Limits and Code of Conduct:</b> delegated mandates, volume/value limits, approval thresholds and behavioural standards for market-facing staff.</li> <li>• <b>Trading Handbook:</b> product catalogue, execution procedures, escalation paths and delegations of authority</li> <li>• <b>Risk Handbook:</b> risk metrics (net position, imbalance, VaR, EaR), limit monitoring, breach management, model validation and stress-testing.</li> <li>• <b>Credit and Counterparty Risk Framework:</b> counterparty onboarding, credit assessment, exposure measurement, collateral and margining.</li> <li>• <b>Governance and Committee Framework:</b> Risk Committee ToR, reporting cadence and interfaces with Board, Distribution Risk Committee, Pricing Committee and RPE.</li> </ul> <p>The consultant is expected to translate these gaps and requirements to an executable sourcing and rollout plan covering:</p> <ul style="list-style-type: none"> <li>• <b>Identify Implementation Partners</b> <ul style="list-style-type: none"> <li>○ Structured market scan of credible implementation partners — ETRM vendors, specialist analytics providers, quant/risk model vendors and systems integrators — with proven experience in comparable electricity markets.</li> <li>○ Assess partners against defined criteria: technical fit, integration with the procured Enerweb ETRM, delivery track record, local presence, BBBEE, Eskom procurement compliance, and total cost of ownership.</li> <li>○ Recommend a shortlist of preferred partners per capability area (trading, valuation, market risk, credit risk, modelling, policy and handbook drafting).</li> </ul> </li> <li>• <b>Identify and Specify the Required Tools</b> <ul style="list-style-type: none"> <li>○ Translate the identified gaps into a detailed tools specification — distinguishing additional Enerweb modules, best-of-breed specialist tools, and build vs. buy options.</li> <li>○ Define functional and non-functional requirements, integration standards, and TCO assumptions; produce a capability–tool matrix mapping each Phase 1–3 requirement to a preferred solution and vendor.</li> </ul> </li> </ul> |
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|                                                                                                                    | <ul style="list-style-type: none"> <li>• <b>Procurement and Roll-Out Strategy</b> <ul style="list-style-type: none"> <li>○ Recommend a phased procurement strategy aligned to Phase 1 (Auction Trading, Deal Capture — critical), Phase 2 (Continuous Trading, Trade Optimizer, forward curve, risk analytics, credit risk) and Phase 3 (Risk Modeller, advanced valuation).</li> <li>○ Advise on procurement mechanism — single-vendor extension of the Enerweb contract vs. competitive RFP for specialist modules — with implications for lead time, integration risk and cost.</li> <li>○ Develop a roll-out plan with sequenced milestones, dependencies on Enerweb ETRM, resourcing, change management, go-live criteria and indicative CAPEX/OPEX budget linked to SAWEM readiness milestones.</li> </ul> </li> </ul> |                                         |       |
| <b>Deadline for submission</b>                                                                                     | 17 August 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>At (South African Standard Time)</b> | 10:00 |
| <b>Tender Office address</b>                                                                                       | Tenders are uploaded via Eskom Tender bulletin site on the Eskom E-tendering page.<br><a href="https://etendering.eskom.co.za">https://etendering.eskom.co.za</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                         |       |
| <b>RFI are to be submitted electronically via Eskom E- tendering site by the stipulated closing date and time.</b> | RFQ's are uploaded and published on Eskom Tender Bulletin<br>Closing date: 17 August 2026<br>Time: 10h00<br>Please note it is the responsibility of the supplier to ensure that RFI submission is submitted before the closing date and time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                         |       |
| <b>Electronic Submission of RFI</b>                                                                                | The tenderer must upload the tender via Eskom Tender bulletin site on the Eskom E- tendering page.<br>All documents need to be submitted in a PDF and Excel format (The upload size per document is 500 megabytes and total submission is restricted to 4 gigabyte).<br><br>No Zip/condense files can be uploaded<br>No hard copy will be accepted<br><br>If for some reason you resubmit your RFI, then the latest version of the RFI submitted will only be accepted and all previous submission/s will be null and void.<br><br>Please ensure that the submission status is indicated as complete.                                                                                                                                                                                                                        |                                         |       |

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|                                      | Supplier Help Manual guide and video can be found on Eskom E-Tendering page |
| E-tendering Help Manual for supplier | Attached separately                                                         |

Eskom Holdings SOC Ltd (“Eskom”) invites you to submit an:

- **Request for information (RFI)** to submit information for the works/goods/services as stated in the table. This RFI is a stand-alone information-gathering and market-testing exercise, intended only to inform and assist Eskom’s further deliberation and development of a strategy for the “Energy Trading Tools – Filling the ETRM Capability Gap for Eskom Distribution” project. Eskom may request indicative prices if so stated in this RFI.

## 1. Context and Purpose

Eskom Distribution (Dx) is preparing to participate in South Africa's emerging competitive multi-market environment under SAWEM, covering the **day-ahead (DAM), intra-day (IDM), forward and bilateral / OTC** markets, with associated **physical and financial hedging**. Eskom Dx has already procured a core Enerweb ETRM platform, currently under implementation. However, several modules were **not procured**, and complementary front- and middle-office capabilities required for trading, valuation and risk management are absent from the current configuration.

This Request for Information (RFI) invites qualified vendors, advisors and technology providers to submit information on tools, models, workflows and enablement services required to **close these identified gaps** and integrate with the existing Enerweb ETRM, phased across Day-1 go-live (Phase 1), controlled expansion (Phase 2, Year 1–2) and a mature state (Phase 3, Year 3+).

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## 2. Procured ETRM Baseline (Enerweb)

The following Enerweb modules have been procured and are being implemented: **Access & User Management, Electricity Markets Master Data, Customer Portal, Scheduling, Short-Term Planning, Medium-Term Planning, Meter Data Management, Energy Settlement, Financial Settlement, Base Reporting and Advanced Reporting.** These support master data, physical scheduling, forecasting, metering and settlement — i.e. the *back-office and market-enablement layer*. They do not, however, enable trade execution, deal capture, position management, valuation or formal market/credit risk analytics.

## 3. Scope of the RFI – Missing Modules and Complementary Capabilities

Respondents are invited to propose solutions — either as additional ETRM modules, best-of-breed specialist tools, or an integrated suite — to address the following gaps. Solutions must be capable of **interoperating with the Enerweb ETRM** via APIs or defined data exchange standards.

| Missing Module / Capability                    | Purpose                                                                                                                  | Ideal Phase | Priority         |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------|------------------|
| <b>Auction Market Trading</b>                  | Formal DAM participation — bid submission, order capture and validation, market clearing and pricing.                    | Phase 1     | <b>Critical</b>  |
| <b>Deal Capture</b>                            | Recording of executed trades (volume, price, counterparty, contract terms) for position integrity, audit and settlement. | Phase 1     | <b>Critical</b>  |
| <b>Continuous Market Trading</b>               | Continuous IDM trading and deal execution to balance residual positions and manage short-term volume risk.               | Phase 2     | <b>Important</b> |
| <b>Trade Optimizer</b>                         | Optimisation of trading decisions across products, time horizons and constraints — systematic risk reduction.            | Phase 2     | <b>Important</b> |
| <b>Risk Modeller</b>                           | Scenario analysis, simulation and longer-term risk modelling (e.g. policy and market design impact).                     | Phase 3     | <b>Desirable</b> |
| <b>Forward Curve &amp; Position Management</b> | Forward curve construction, mark-to-market valuation, real-time consolidated net position across horizons.               | Phase 2     | <b>Important</b> |
| <b>Market Risk Analytics (VaR / EaR)</b>       | Independent risk metrics, limit monitoring, stress testing and sensitivity analytics for Middle Office.                  | Phase 2     | <b>Important</b> |
| <b>Credit &amp; Counterparty Risk</b>          | Counterparty onboarding, credit limits, live credit exposure, collateral and margining.                                  | Phase 2     | <b>Important</b> |

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#### 4. Mandatory Modelling Capabilities

Respondents **must** demonstrate quantitative models across the three pillars below. These are **core, non-negotiable requirements** to support trading, hedging, valuation and risk management as Eskom Dx moves through Phases 2 and 3:

| Pillar                                | Required Model / Capability                                                                   |
|---------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Market &amp; Price Analysis</b>    | Expected spot prices; forward curve development<br>Price scenarios and Monte Carlo simulation |
| <b>Asset &amp; Contract Valuation</b> | Thermal plants; renewable / PPAs; BESS / hybrid<br>(Spread) options; swing contracts          |
| <b>Risk Management</b>                | Portfolio valuation (ETRM overlay)<br>Value-at-Risk (VaR); Earnings-at-Risk (EaR); CFaR       |

#### 5. Skills Assessment, Job Profiles and Operating-Model Artefacts

In parallel with tool procurement, Eskom Dx requires support to **assess, design and embed** the human-capital and operating-model layer needed to operate the trading, valuation and risk management functions supported by these tools. Respondents are invited to propose services covering the following:

##### 5.1 Skills and Capability Assessment

- Baseline assessment of current Front, Middle and Back Office skills against target roles for Phase 1, Phase 2 and Phase 3.
- Assessment of modelling and quantitative skills required — forward curve construction, valuation, VaR/EaR, Monte Carlo, scenario and stress testing — including gap analysis versus current in-house capability.
- Identification of training, upskilling, secondment and external hiring needs, with a defined competency framework and progression pathway.

##### 5.2 Job Profiles and Organisation Design

- Development of detailed job profiles for each role — trader (DAM/IDM/forward), auction manager, originator, risk analyst, quant, credit-risk officer, scheduler, settlement analyst — including KPIs and segregation-of-duty boundaries.
- Design of the target Front / Middle / Back Office organisational structure, reporting lines and interfaces with existing Eskom Dx functions (Forecasting, Finance, Legal, Retail, etc).

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### 5.3 Operating-Model Artefacts and Workflows

- End-to-end trading workflows: deal capture → validation & confirmation → position & risk monitoring → settlement → regulatory and financial reporting.
- Process maps, RACI matrices, control checkpoints and escalation pathways aligned to the procured Enerweb ETRM and any new tooling procured under Section 3.
- Standard operating procedures (SOPs) for DAM/IDM submission, forward trade execution, bilateral contracting, and physical/financial hedging.

## 6. Trading and Risk Policy, Framework and Handbooks

Respondents are invited to propose support for the development, drafting and implementation of the following governance instruments, which will provide Eskom Dx's *licence to operate* in SAWEM:

- **Market Risk Policy:** risk appetite, risk catalogue, measures and limits, governance and reporting — aligned to Board-approved risk appetite.
- **Trading Authority, Limits and Code of Conduct:** delegated mandates, volume/value limits, approval thresholds and behavioural standards for market-facing staff.
- **Trading Handbook:** product catalogue, execution procedures, escalation paths and delegations of authority.
- **Risk Handbook:** risk metrics (net position, imbalance, VaR, EaR), limit monitoring, breach management, model validation and stress-testing.
- **Credit and Counterparty Risk Framework:** counterparty onboarding, credit assessment, exposure measurement, collateral and margining.
- **Governance and Committee Framework:** Risk Committee ToR, reporting cadence and interfaces with Board, Distribution Risk Committee, Pricing Committee and RPE.

## 7. Implementation Partners, Tool Identification and Procurement Strategy

The consultant is expected to translate the Section 3–6 gaps into an **executable sourcing and roll-out plan**, covering:

### 7.1 Identify Implementation Partners

- Structured market scan of credible implementation partners — ETRM vendors, specialist analytics providers, quant/risk model vendors and systems integrators — with proven experience in comparable electricity markets.
- Assess partners against defined criteria: technical fit, integration with the procured Enerweb ETRM, delivery track record, local presence, BBBEE, Eskom procurement compliance, and total cost of ownership.
- Recommend a shortlist of preferred partners per capability area (trading, valuation, market risk, credit risk, modelling, policy and handbook drafting).

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## 7.2 Identify and Specify the Required Tools

- Translate the Section 3 gaps into a detailed tools specification — distinguishing additional Enerweb modules, best-of-breed specialist tools, and build vs. buy options.
- Define functional and non-functional requirements, integration standards, and TCO assumptions; produce a capability–tool matrix mapping each Phase 1–3 requirement to a preferred solution and vendor.

## 7.3 Procurement and Roll-Out Strategy

- Recommend a phased procurement strategy aligned to Phase 1 (Auction Trading, Deal Capture — critical), Phase 2 (Continuous Trading, Trade Optimizer, forward curve, risk analytics, credit risk) and Phase 3 (Risk Modeller, advanced valuation).
- Advise on procurement mechanism — single-vendor extension of the Enerweb contract vs. competitive RFP for specialist modules — with implications for lead time, integration risk and cost.
- Develop a roll-out plan with sequenced milestones, dependencies on Enerweb ETRM, resourcing, change management, go-live criteria and indicative CAPEX/OPEX budget linked to SAWEM readiness milestones.

Eskom has delegated the responsibility for this **RFI** to the signatory of this document, whose details can be found below.

We look forward to receipt of your response.

Yours faithfully

| Name                          | Designation                       | Signature                        | Date                                                         |
|-------------------------------|-----------------------------------|----------------------------------|--------------------------------------------------------------|
| <b><i>Pumezile Makeba</i></b> | <b><i>Procurement Manager</i></b> |                                  |                                                              |
| <b>Telephone number</b>       | <b>011 709 3738</b>               | <b>Fax and/or e-mail address</b> | <a href="mailto:Chilizp@eskom.co.za">Chilizp@eskom.co.za</a> |

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|  | <b>Request for Information (RFI)<br/>Template</b> | <b>Document Identifier</b> | 240-72663051 | <b>Rev</b> | 4 |
|                                                                                   |                                                   | <b>Effective Date</b>      | 17 June 2025 |            |   |
|                                                                                   |                                                   | <b>Review Date</b>         | June 2030    |            |   |
|                                                                                   |                                                   | <b>EOI/RFI Number</b>      | E3278DXGOU   |            |   |

| <b>PART B</b><br><b>RESPONSE SHEET IN TERMS OF A REQUEST FOR AN EXPRESSION OF INTEREST/ REQUEST FOR INFORMATION</b><br><b>To be completed by the supplier</b> |                        |                                      |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------|--|
| <b>To</b>                                                                                                                                                     | Eskom Holdings SOC Ltd | <b>Date</b>                          |  |
| <b>Attention</b>                                                                                                                                              |                        |                                      |  |
| <b>Tel no</b>                                                                                                                                                 |                        | <b>Fax no and /or e-mail address</b> |  |
| <b>From</b>                                                                                                                                                   |                        | <b>Address</b>                       |  |
| <b>Address</b>                                                                                                                                                |                        |                                      |  |
| <b>Sender</b>                                                                                                                                                 |                        |                                      |  |
| <b>Description of the works/goods/services</b>                                                                                                                |                        |                                      |  |

Please find below our response to Eskom's questions:

| No. | Question                                                                                                                                                                                          | Please indicate your response in this column |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| 1.  | <b><i>Your contact name and contact details</i></b>                                                                                                                                               |                                              |
| 2.  | <b><i>Company registration number</i></b>                                                                                                                                                         |                                              |
| 3.  | <b><i>Central Supplier Database number</i></b>                                                                                                                                                    |                                              |
| 4.  | <b><i>Brief description of previous experience and list of projects delivering ETRM solutions</i></b>                                                                                             |                                              |
| 5.  | <b><i>Please indicate which of the required capabilities your solution supports out-of-the-box, requires configuration, requires custom development, or requires third-party integration.</i></b> |                                              |

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|    |                                                                                                                                                                       |  |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 6. | <b><i>Does your proposed solution integrate with existing ETRM platforms? Please provide examples and reference projects.</i></b>                                     |  |
| 7. | <b><i>Describe how your proposed solution would integrate with the Enerweb ETRM platform, including supported APIs, interfaces, and data exchange mechanisms.</i></b> |  |
| 8. | <b><i>Describe the training, knowledge transfer and post-implementation support services available.</i></b>                                                           |  |
| 9. | <b><i>Please provide indicative licensing, implementation, support and maintenance costs, clearly distinguishing once-off and recurring costs.</i></b>                |  |

Yours faithfully

| Name             | Designation                   | Signature                                                                            | Date                 |
|------------------|-------------------------------|--------------------------------------------------------------------------------------|----------------------|
| Tsepo Moloi      | Assistant Officer Procurement |  | 24 July 2026         |
| Telephone number |                               | Fax and/or e-mail address                                                            | MoloiTAs@eskom.co.za |

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